

**The National CASA Association**

**Annual State Organization**

**Survey Report**

**2013**



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## Introduction

The mission of the National Court Appointed Special Advocate (CASA) Association, together with its state and local members, is to support and promote court-appointed volunteer advocacy so that every abused or neglected child can be safe, establish permanence and have the opportunity to thrive.

National CASA, headquartered in Seattle, serves as a resource to support and increase the capacities of state organizations and local programs so that they can serve more abused and neglected children. National CASA provides training and technical assistance in a variety of areas, including program development, volunteer recruitment and training, quality assurance, best practices, public awareness, evaluation and resource development. National CASA also provides grant funds to local and state programs to promote growth and quality.

Every year the National CASA Association surveys both state organizations and local programs to get an accurate reflection of the structure, operation and services provided by programs across the country. In 2013, there were 42 state CASA/GAL organizations. The entire CASA/GAL network consisted of 951 state organizations and local programs.

These survey results are critically important to track the growth and development of state organizations, secure funding from diverse sources, and help National CASA to better serve state and local organizations. This year's state organization survey drew a 100% response rate. Thank you to all state organizations for responding this year.

Median values are frequently used in this report rather than averages because of the wide range of responses resulting from dramatically different state organization sizes and budgets. Reporting the average for such a wide range with a small total number of respondents would result in findings that are skewed toward the higher end. A median means that half of the organizations had more than the median amount and half had less.

## Typical State Organizations

	All State Organizations	Not-for-Profit Organizations	State-Administered Organizations
Number (Percentage)	42 (100%)	28 (67%)	14 (33%)
Program age	22 years	21 years	27.5 years
Staff FTE	3.0	1.5	7.0
Local program offices	17	19	11
Number of counties served	35	35	37
Total revenue	\$534,610	\$258,290	\$1,611,160
Expenses	\$412,390	\$242,000	\$2,239,030
Percentage of state organizations passing revenue to local programs	45%	46%	43%
Percent of revenue passed-through	64%	59%	95%
Number of programs receiving pass-through	22	22	22

Note: Except for the percentages, these numbers are median values, meaning that half of the organizations had more than the median amount and half had less.

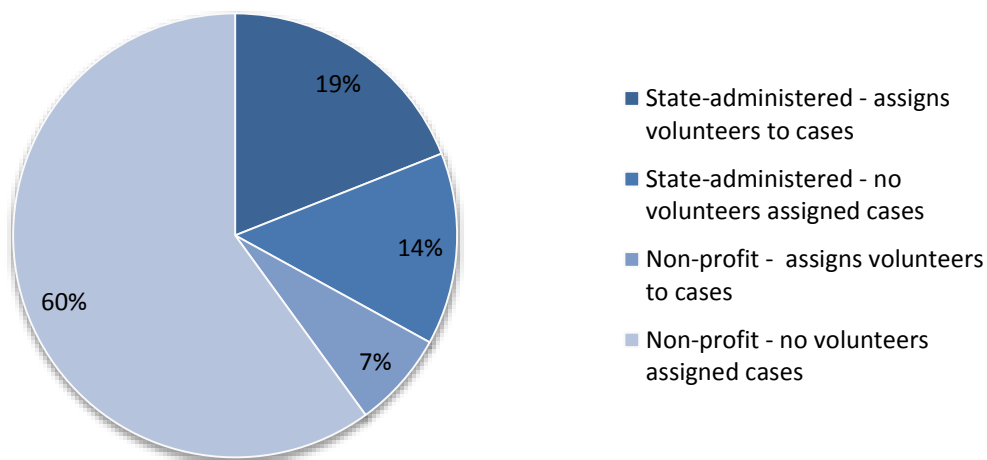
# Program Operations and Resources

## Organization Age and Structure

The median age of responding organizations was 22 years, ranging from 3 years old to 36 years old at the end of 2013. Three-fourths of organizations were more than 16 years old, and one-fourth of organizations were at least 27 years old. State-administered organizations tended to be slightly older (median of 27.5 years) compared to non-profit organizations (21 years).

Sixty-seven percent of responding organizations were not-for-profits, and 33% were administered by their respective state governments. Twenty-six percent included a volunteer component providing direct services administered by the state organization.

### Administrative Structure



The number of local program offices reported in each state ranged from 0 to 69, with a median of 17 offices. State-administered organizations had a median of 11 local offices, while not-for-profits had a median of 19 local offices. Twenty-nine percent of state organizations directly administered local programs, while 71% did not.

A median of 35 counties were served by CASA programs in each state, ranging from 2 to 207. A total of 1,788 counties were served in all. One-third of states had a local program in every county in their state. Among those states without a program in every county, a median of 35 counties were without a program. Findings for state-administered and not-for-profit programs are detailed in the table below.

## Median numbers of local offices and counties served

	Local CASA/GAL program offices	Local CASA/GAL remote offices*	Counties served	Counties without a local program**
State- administered	11	8	37	14
Not-for-profit	19	4	35	37
All organizations	17	5	35	35

\* Includes only those reporting at least one remote program office.

\*\* Includes only those reporting at least one county without a local program office.

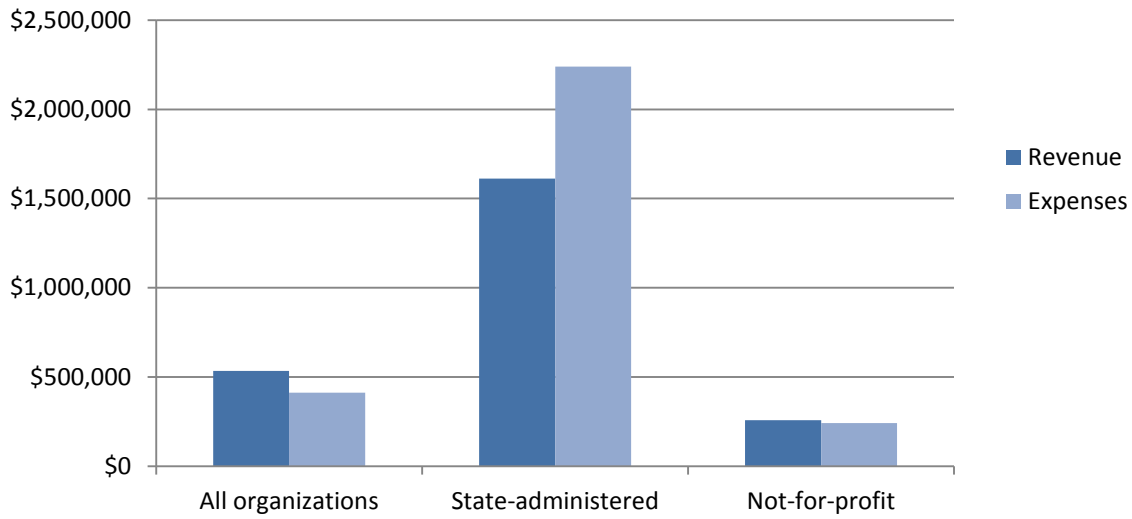
Nearly all (95%) survey respondents reported that all local CASA/GAL programs were members of or affiliated with the state organization. Thirty-nine percent of state organizations required local programs to pay a membership fee. The average fee was \$175.

Five state organizations (12%) reported an independent fundraising arm. These auxiliary groups each raised between \$3,200 and \$250,000 for their state organizations.

## Revenue

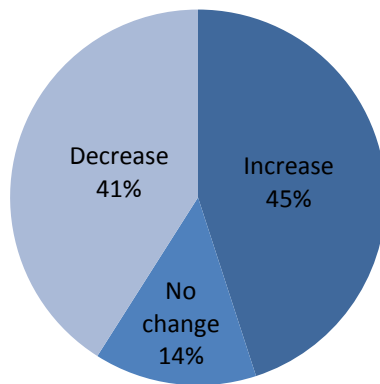
For the fiscal year ending no later than December 31, 2013, median total revenue was \$534,610, compared to \$432,200 in 2012. Detailed revenue by source is found in the table on page 7. Median expenses also showed increases compared to FY 2012, and overall median expenses remained lower than revenue. Even among state-administered organizations which altogether had higher median expenses, two-thirds of the organizations had expenses equal to their revenue. Detailed dollar amounts are found in [Data Appendix Table A](#).

### Median Revenue and Expenses



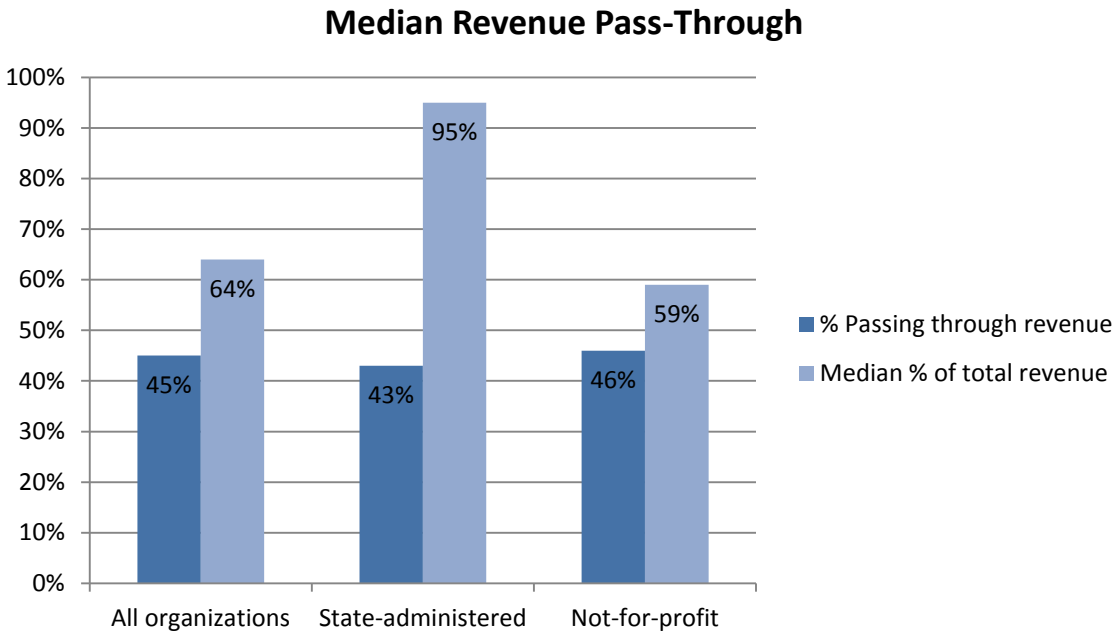
Organizations were split in whether their revenues increased or decreased compared to the previous fiscal year. Reasons given for increases in revenue were fairly evenly distributed among increases in grant funding, charitable contributions, and funding from federal or state governments. Organizations that experienced a decrease in revenue most frequently cited reductions in grant funding along with a variety of other factors.

### Change in Revenue, 2012 to 2013



## Revenue Pass-Through

Nearly half of state organizations passed revenue through to a median of 22 programs. Dollar amounts varied widely by type of organization, with the median being 64% of total revenue. Detailed data is found in [Data Appendix Table B](#).





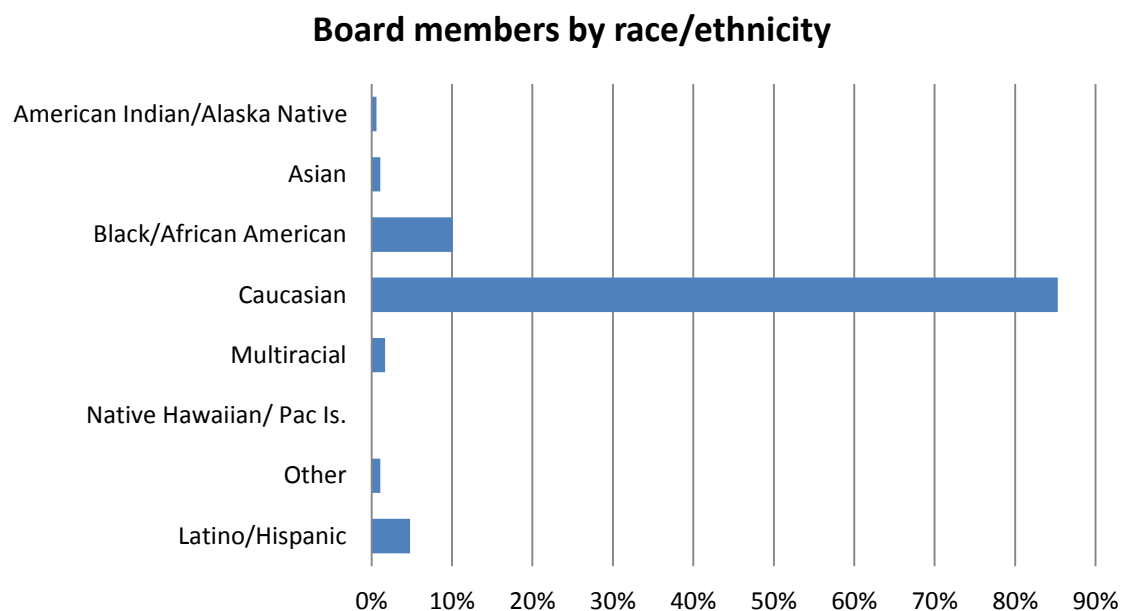
## Organization Revenue by Source, 2013

Funding Source	Number of Organizations Reported Received	Percentage of Organizations Reported Received	2013 Median Amount	2013 Total Amount Reported
Public Categories			Subtotal:	<b>\$81,855,039</b>
Court	11	26%	\$249,580	\$19,813,955
Court Improvement Program	9	21%	\$25,000	\$459,730
State	19	45%	\$300,000	\$51,656,647
CDBG (Community Development Block Grant)	2	5%	\$30,140	\$60,274
City	1	2%	\$23,270	\$23,265
Federal (not in other categories)	8	19%	\$108,540	\$965,157
National CASA grant	25	60%	\$25,530	\$648,380
VOCA (Victims of Crime Act)	5	12%	\$64,270	\$4,729,360
<b>Children's Justice Act funds</b>	12	29%	\$29,060	\$597,985
TANF (Temporary Assistance for Needy Families)	3	7%	\$261,670	\$2,001,670
Title IV-E	7	17%	\$43,060	\$898,616
Private Categories			Subtotal:	<b>\$3,471,710</b>
Corporate contributions	14	33%	\$7,740	\$185,314
Individual donors	23	55%	\$18,510	\$776,106
Membership dues	15	36%	\$6,170	\$224,493
Foundation grants	19	45%	\$32,440	\$1,853,131
Kappa Alpha Theta	6	14%	\$7,050	\$43,148
IOLTA (Interest on Lawyers' Trust Accounts)	3	7%	\$8,000	\$24,500
Church donations	2	5%	\$2,000	\$4,000
United Way	6	14%	\$1,350	\$25,675
Community service orgs or clubs	2	5%	\$1,250	\$2,500
In-kind good and services	13	31%	\$9,200	\$332,843
Fundraising Categories			Subtotal:	<b>\$8,708,461</b>
Fundraising events	19	45%	\$22,810	\$862,985
Product sales	3	7%	\$9,080	\$44,900
Other sources	22	52%	\$20,440	\$7,800,576
<b>Total Revenue</b>	<b>40</b>		<b>\$534,610</b>	<b>\$94,035,210</b>

## Boards of Directors

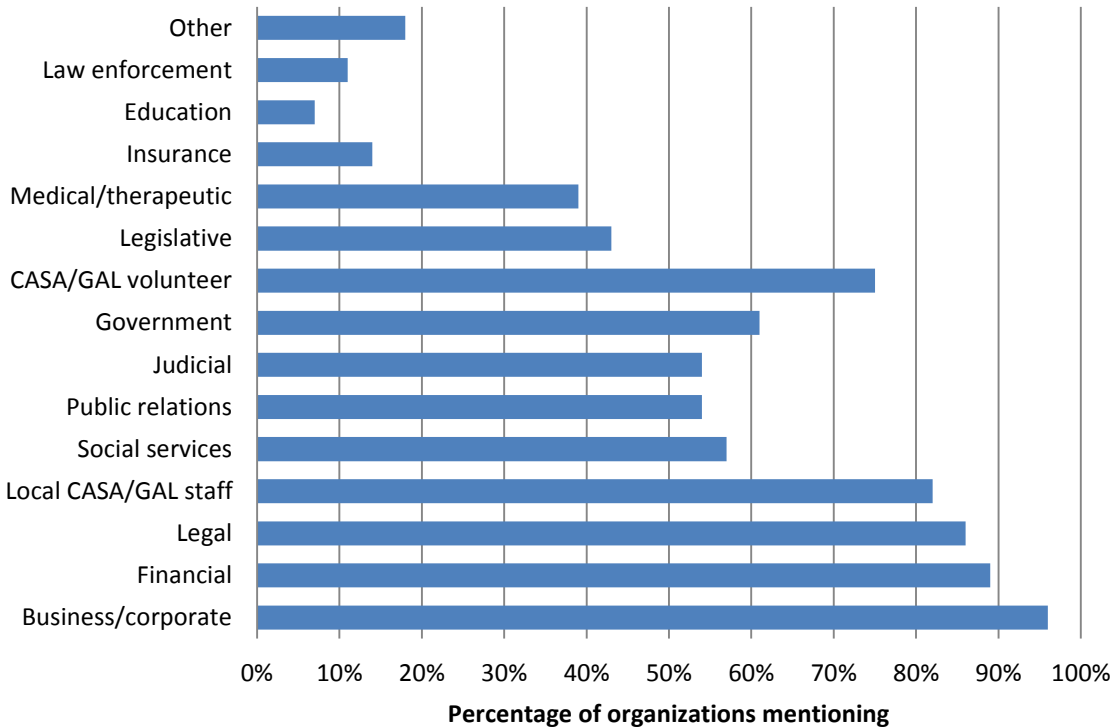
Sixty-seven percent of state organizations reported having a board of directors. All responding not-for-profit organizations had a board, while 7% of state-administered organizations had one. Of those with boards, 46% met quarterly, 21% every other month, 29% monthly, and 4% on some other schedule.

Nearly two-thirds (66%) of board directors were female; 34% were male. The majority of board members were Caucasian; complete racial breakdown is shown below (N=348). Detailed data is found in [Data Appendix Table C](#).



Board members brought with them a range of expertise, most frequently in the business/corporate, financial and legal arenas. The majority of boards also included a CASA/GAL volunteer and program staff member. **“Other” areas of expertise included technical** and evaluation experience, nonprofit management, and a foster care review board member. Percentages are found in [Data Appendix Table D](#).

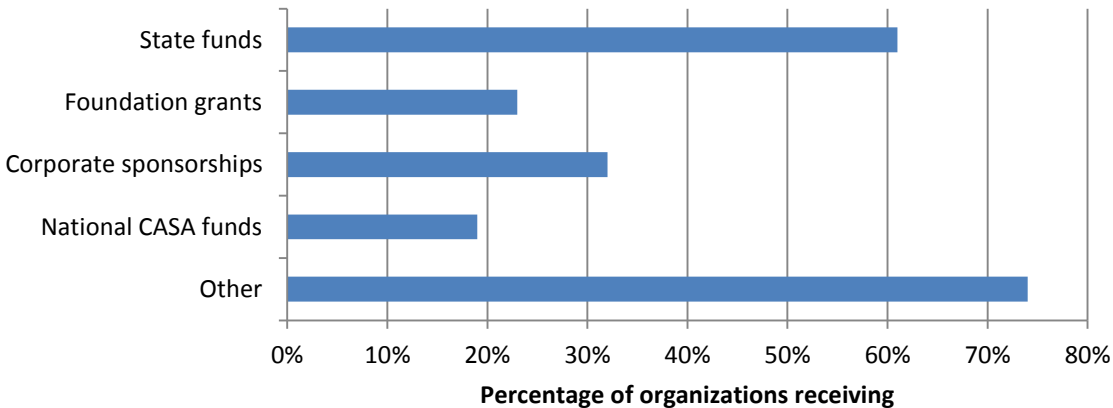
### Board member expertise



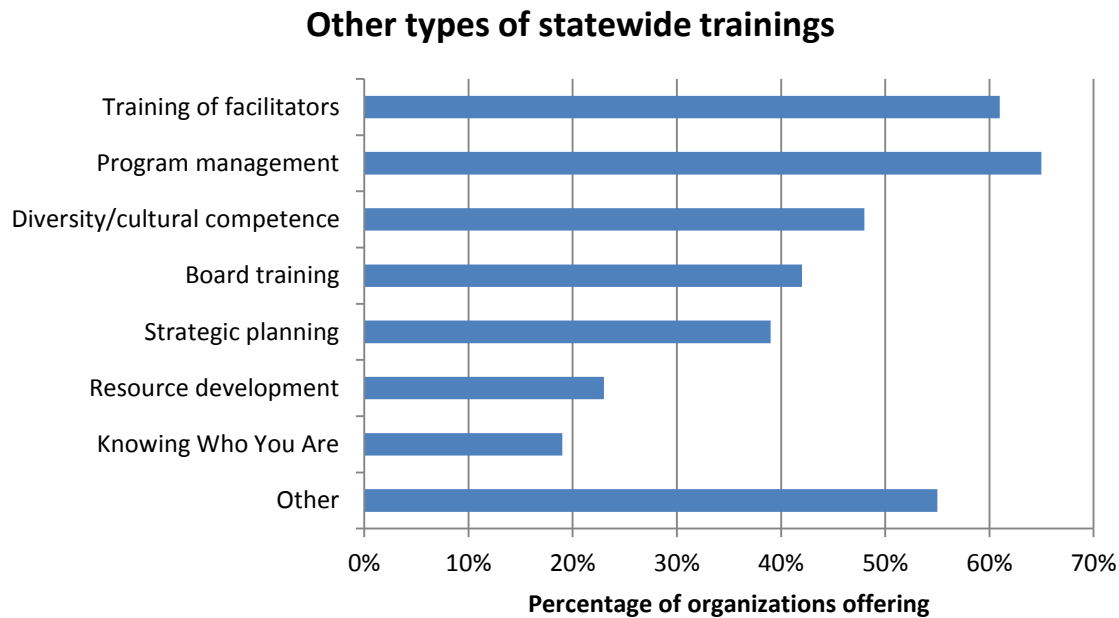
## Statewide Conferences and Trainings

Thirty-one state organizations (74%) reported that they hosted statewide conferences. Among those doing so, 74% hosted once per year; 7% every other year; 7% twice per year; and 13% on some other schedule. The number of participants ranged from 25 to 650, with an average of 212 attendees. Sources of funding for conferences are shown below. Detailed data in [Data Appendix Table E](#).

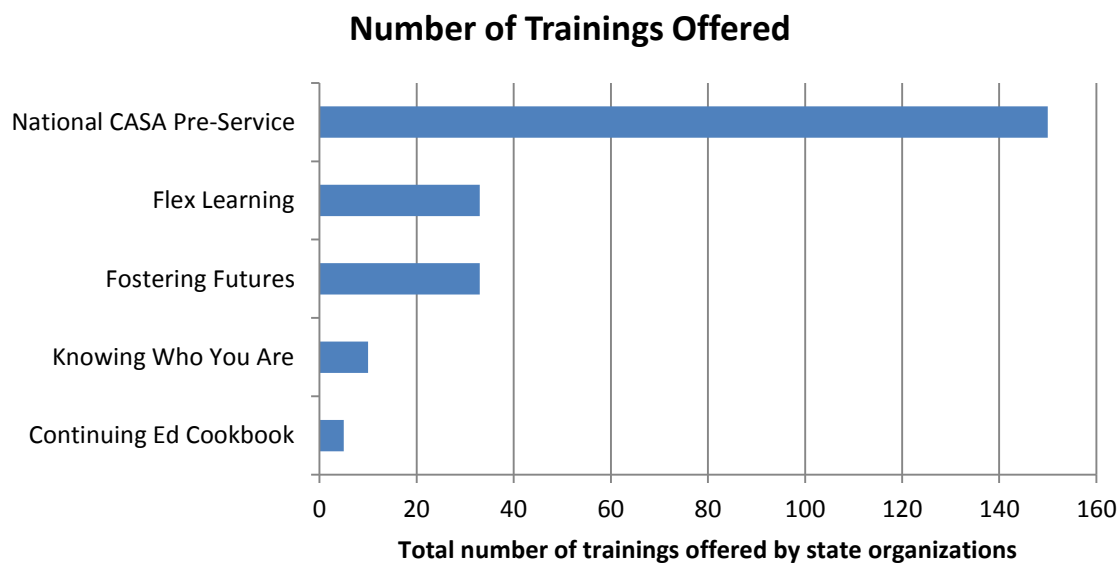
### Sources of funding for statewide conferences



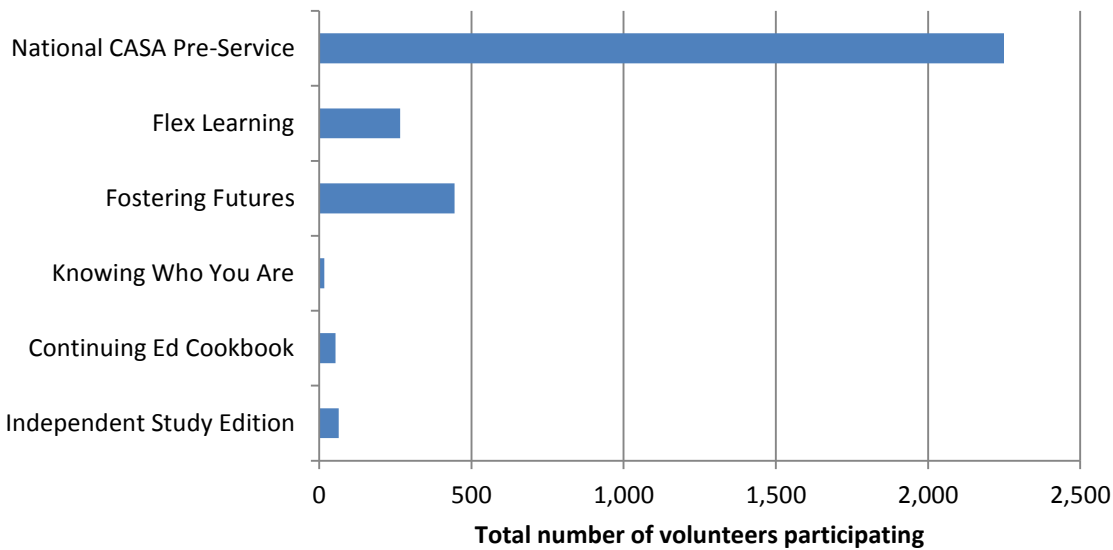
In addition to statewide conferences, 74% of organizations provided some other type of statewide training as shown below. Data found in [Data Appendix Table E](#).



This year's survey asked how many of certain specific trainings were offered by the state organization, and how many volunteers participated. As shown below, the National CASA pre-service training was by far the most commonly offered, and had over 2,000 volunteers who participated. Total numbers are found in [Data Appendix Table F](#).



## Number of Volunteers Participating



## Program Services

State organizations provided a wide range of important services and support functions to local CASA/GAL programs, as shown below.

### Services provided by state organizations to local CASA/GAL programs

Service	Percentage of organizations
Provide support and technical assistance	95%
Facilitate communication, networking and info-sharing among programs	95%
Represent CASA/GAL on state policy commissions, boards, panels, etc.	95%
Increase public awareness of CASA/GAL work	95%
Provide current info regarding state and federal legislation and policy	93%
Represent your state at meetings sponsored by National CASA and other orgs	93%
Collect and maintain data for National CASA surveys and other purposes	88%
Increase awareness of CASA/GAL work among legislators	86%
Support new program development in the state	76%
Provide information and assistance to support local program fundraising	74%
Other service	38%

## Program Staff

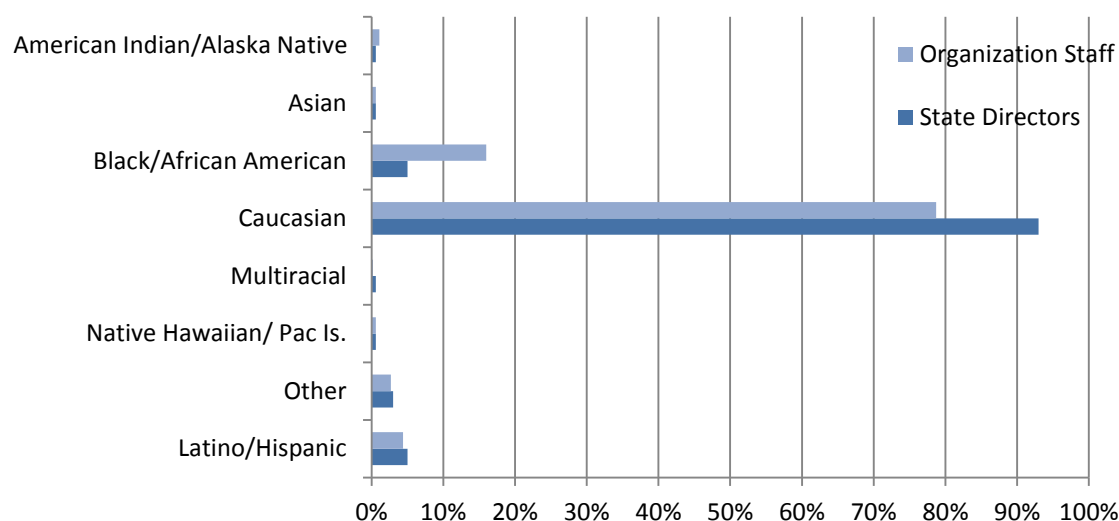
Staffing questions were asked in two different ways: by FTE (full-time equivalents) and by the actual number of paid staff persons. Slightly different results are thus expected from each question since a part-time staff person counts as 0.5 FTE (as an example) and, at the same time, as one paid staff person.

Overall, state organizations employed a median of 3.0 full-time equivalents (FTE) in 2013. Staffing levels varied by type of administration: not-for-profits had a median of 1.5 FTE while state-administered organizations had a median of 7.0 FTE.

State organizations reported a median of 2 full-time paid staff persons, ranging from 0 to 139 full-time staff. Twenty-nine percent had only one full-time staff person while 17% had more than ten full-time staff persons. Organizations reported a median of one part-time staff person, ranging from 0 to 8 part-time staff.

A majority (83%) of staff were female and Caucasian (78.7%); complete racial comparisons are shown below (N=475). Detailed demographic data is found in [Data Appendix Table C](#).

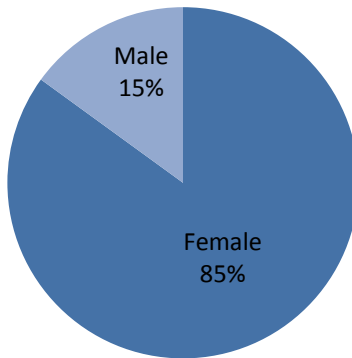
### Race and Ethnicity of State Organization Staff and Directors



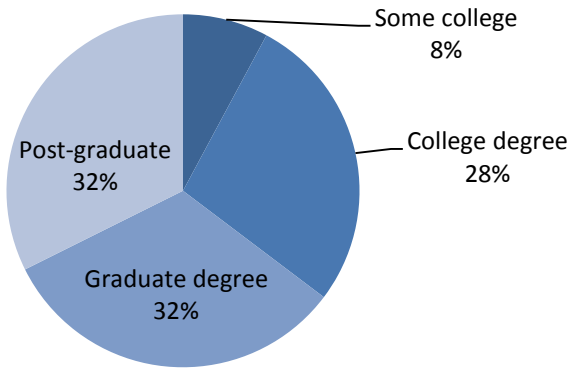
The State Director typically worked full-time (85%). Part-time directors worked 4 to 30 hours per week. The majority were female, Caucasian/non-Hispanic/Latino, and had at least a graduate degree. The complete demographics of directors are shown in the figures below.

Just over half of state directors have been in their positions more than 3 years. Median annual salary for full-time directors was \$70,000, ranging from \$43,800 to \$130,000.

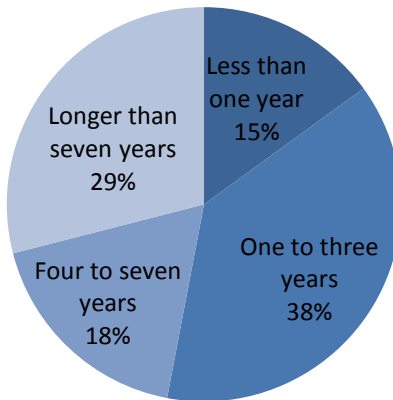
### Gender of State Directors



### Highest completed education levels



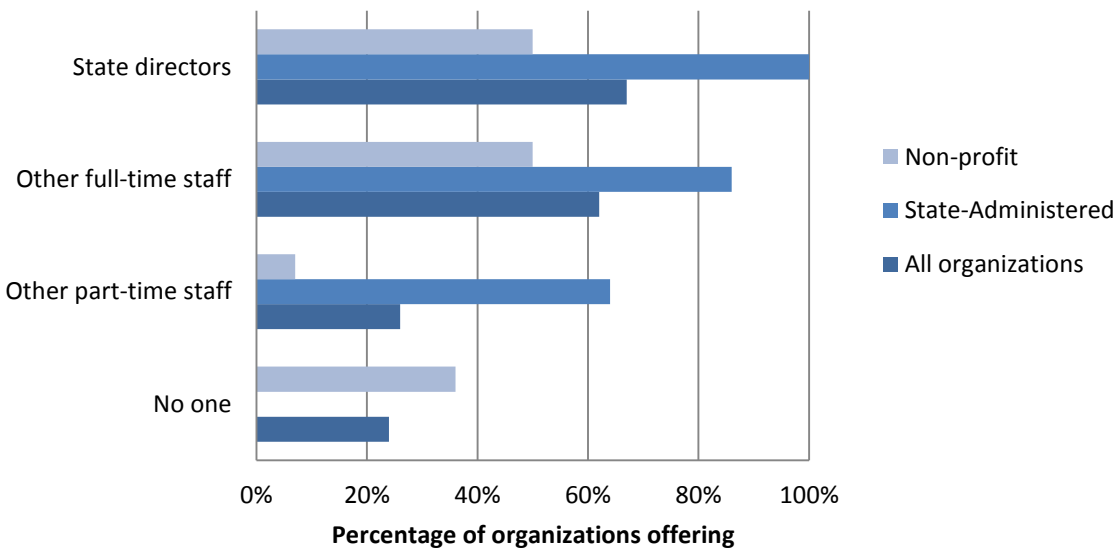
### Length of time in state director position



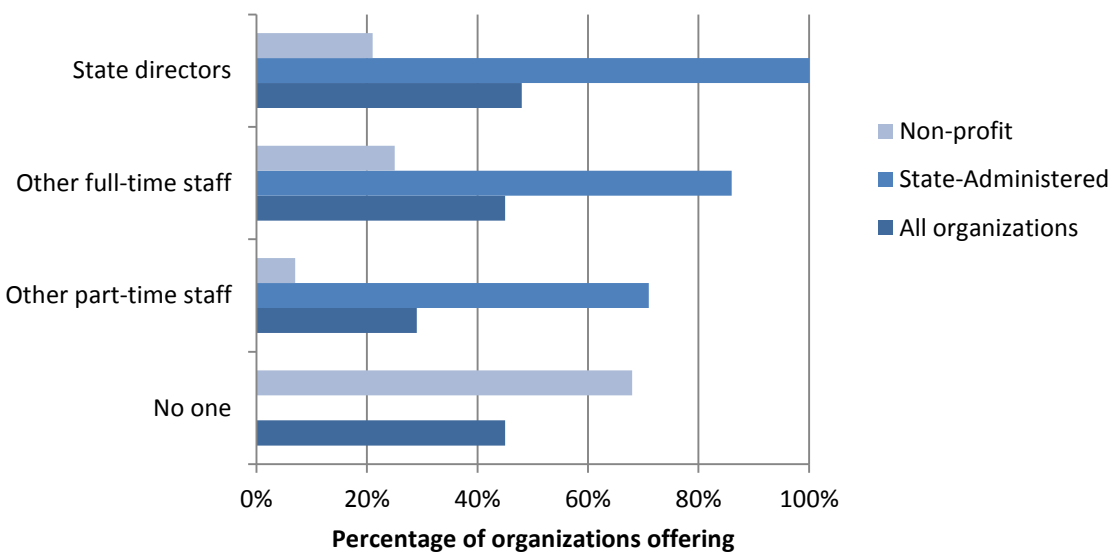
## Benefits

At least some employees received health insurance benefits in 76% of all organizations, and some received retirement benefits in 55% of organizations. The two figures below show how the provision of health and retirement benefits varies by employment level and administrative structure. Detailed data is found in [Data Appendix Table G](#).

**Health benefits offered to...**



**Retirement benefits offered to...**





## Appendix: State CASA/GAL Organizations Responding to the Survey, 2013 (N=42)

Alabama CASA Network, Inc.	Birmingham	Alabama
Alaska CASA	Anchorage	Alaska
CASA of Arizona	Phoenix	Arizona
Arkansas State CASA Association	Little Rock	Arkansas
California CASA Association	Oakland	California
Colorado CASA	Denver	Colorado
CIP / CASA	New Haven	Connecticut
CASA Program/Family Court of Delaware - Wilmington	Wilmington	Delaware
State of Florida Guardian ad Litem Program	Tallahassee	Florida
Georgia CASA	Atlanta	Georgia
Illinois CASA	Peoria	Illinois
Indiana State Office of GAL/CASA	Indianapolis	Indiana
Iowa CASA Program	Des Moines	Iowa
Kansas CASA Association	Hays	Kansas
Louisiana CASA Association	Baton Rouge	Louisiana
Maine CASA Program	Augusta	Maine
Maryland CASA Association	Towson	Maryland
Michigan CASA, Inc.	Ann Arbor	Michigan
CASA Minnesota	Minneapolis	Minnesota
CASA Mississippi, Inc.	Gulfport	Mississippi
Missouri CASA Association	Columbia	Missouri
CASA of Montana	Helena	Montana
Nebraska CASA Association	Lincoln	Nebraska
CASA of New Hampshire, Inc. - Manchester	Manchester	New Hampshire
CASA of New Jersey	New Brunswick	New Jersey
New Mexico CASA Network	Albuquerque	New Mexico
CASA: Advocates for Children of New York State	Albany	New York
North Carolina State GAL Program	Raleigh	North Carolina
Ohio CASA/GAL Association	Columbus	Ohio
Oklahoma CASA Association	Oklahoma City	Oklahoma
Oregon CASA Network	Springfield	Oregon
Pennsylvania CASA Association	Summerdale	Pennsylvania
Rhode Island CASA Program	Providence	Rhode Island
Office of the Governor - Cass Elias McCarter GAL Program	Columbia	South Carolina
Tennessee CASA Association	Murfreesboro	Tennessee
Texas CASA	Austin	Texas
Utah Office of the Guardian Ad Litem and CASA	Salt Lake City	Utah
Vermont GAL Program	Montpelier	Vermont
Dept of Criminal Justice Services	Richmond	Virginia
Washington State Association of CASA/GAL Programs	Seattle	Washington
West Virginia CASA Association	Wellsburg	West Virginia
Wisconsin CASA Association	Madison	Wisconsin

## Data Appendix

**Table A. Median Revenue and Expenses**

	Median revenue	Median expenses
All organizations	\$534,610	\$412,390
State-administered	\$1,611,160	\$2,239,030
Not-for-profit	\$258,290	\$242,000

**Table B. Median Pass-Through**

	Percentage passing through revenue	Median percentage of total revenue	Median amount of pass-through funding
All organizations	45%	64%	\$963,070
State-administered	43%	95%	\$2,341,830
Not-for-profit	46%	59%	\$214,760

**Table C. Board, Staff and State Director Demographics**

Demographics	Board	Staff	State Director
Female	66%	83%	72%
Male	34%	17%	28%
American Indian/Alaska Native	0.6%	1.1%	-
Asian	1.1%	0.6%	-
Black/African American	10.1%	16.0%	5.0%
Caucasian	85.3%	78.7%	93.0%
Multiracial	1.7%	0.2%	2.0%
Native Hawaiian/Other Pacific Islander	0.0%	0.6%	-
Other	1.1%	2.7%	-
Total number for race	348	475	40
Latino/Hispanic	4.8%	4.4%	5%
Latino/Non-Hispanic	95.2%	95.6%	95%
Total number for ethnicity	251	454	39

**Table D. Board Expertise**

Area of board expertise	Percentage of organizations
Business/corporate	96%
Financial	89%
Legal	86%
Local CASA/GAL	82%
Social Services	57%
Public relations	54%
Judicial	54%
Government	61%
CASA/GAL volunteer	75%
Legislative	43%
Medical/therapeutic	39%
Insurance	14%
Education	7%
Law enforcement	11%
Other	18%

N=28

**Table E. Statewide Conferences and Trainings**

Sources of funding for statewide conferences	
State funds	61%
Foundation grants	23%
Corporate sponsorships	32%
National CASA funds	19%
Other	74%
Other Types of Statewide Training	
Training of facilitators	61%
Program management for local CASA programs	65%
Diversity/cultural competence/inclusion training	48%
Board training	42%
Strategic planning	39%
Resource development	23%
Other	55%

**Table F. Specific trainings offered**

	Number of trainings offered	Number of volunteers participating
National CASA Pre-Service	150	2,249
Flex Learning	33	266
Fostering Futures	33	445
Knowing Who You Are	10	17
Continuing Ed Cookbook	5	54
Independent Study Edition	n/a	64

**Table G. Benefits offered to Staff**

Benefits offered to...	Health Benefits			Retirement Benefits		
	All organizations	State Administered	Non-profit	All organizations	State Administered	Non-profit
State directors	67%	100%	50%	48%	100%	21%
Other full-time staff	62%	86%	50%	45%	86%	25%
Other part-time staff	26%	64%	7%	29%	71%	7%
No one	24%	0%	36%	45%	0%	68%